

10-YEAR OVERVIEW

		2009	2010	2011
Production				
Automotive segment	Cars ²⁾	932,260	1,150,018	1,302,981
	Engines	1,384,240	1,648,193	1,884,157
Motorcycles segment	Motorcycles	-	-	-
Deliveries to customers				
Automotive segment	Cars	1,145,360	1,293,453	1,512,014
	Audi brand ⁵⁾	949,729	1,092,411	1,302,659
	Lamborghini brand	1,515	1,302	1,602
	Other Volkswagen Group brands	194,116	199,740	207,753
Motorcycles segment	Motorcycles	-	-	-
	Ducati brand	-	-	-
Workforce				
	Average	58,011	59,513	62,806
From the Income Statement				
Revenue	EUR million	29,840	35,441	44,096
Cost of materials	EUR million	18,512	21,802	28,594
Personnel costs	EUR million	3,519	4,274	5,076
	Personnel costs per employee ⁶⁾	60,964	72,172	81,189
Depreciation and amortization	EUR million	1,775	2,170	1,793
Operating profit	EUR million	1,604	3,340	5,348
Profit before tax	EUR million	1,928	3,634	6,041
Profit after tax	EUR million	1,347	2,630	4,440
From the Balance Sheet (Dec. 31)				
Non-current assets	EUR million	9,637	10,584	12,209
Current assets	EUR million	16,913	20,188	24,811
Equity	EUR million	10,632	11,310	12,903
Liabilities	EUR million	15,918	19,462	24,117
Balance sheet total	EUR million	26,550	30,772	37,019
From the Cash Flow Statement				
Cash flow from operating activities	EUR million	4,119	5,797	6,295
Investing activities attributable to operating activities	EUR million	1,798	2,260	2,905
Net cash flow	EUR million	2,321	3,536	3,390
Net liquidity (Dec. 31)	EUR million	10,665	13,383	15,716
Financial ratios				
Operating return on sales	Percent	5.4	9.4	12.1
Return on sales before tax	Percent	6.5	10.3	13.7
Return on investment (ROI)	Percent	11.5	24.7	35.4
Ratio of capex ¹¹⁾	Percent	4.2	4.1	5.1
Research and development ratio	Percent	7.0	7.1	6.4
Equity ratio (Dec. 31)	Percent	40.0	36.8	34.9
Audi share				
Share price (year-end price) ¹²⁾	EUR	501.67	635.00	549.00
Compensatory payment	EUR	1.60	2.20	3.00

1) 2012: financial figures have been adjusted to take account of the revised IAS 19; 2017: financial figures have been adjusted to reflect the first-time adoption of IFRS 9 and IFRS 15

2) Since 2011, including vehicles built in China by the associated company FAW-Volkswagen Automotive Company, Ltd., Changchun (China)

3) The figure has been adjusted to reflect the amended counting method.

4) Since acquisition of the Ducati Group in July 2012

5) Including delivered vehicles built locally by the associated company FAW-Volkswagen Automotive Company, Ltd., Changchun (China)

6) Calculated on the basis of employees of Audi Group companies

7) Taking into account special items, in particular in connection with the diesel issue

2012 ¹⁾	2013	2014	2015	2016	2017 ¹⁾	2018
1,469,205	1,608,048	1,804,624	1,828,683 ³⁾	1,903,259	1,879,840	1,871,386
1,916,604	1,926,724	1,974,846	2,023,618	1,927,838	1,966,434	1,955,532
15,734 ⁴⁾	45,018	45,339	55,551	56,978	56,743	53,320
1,634,312	1,751,007	1,933,517	2,024,881	2,088,187	2,105,084	2,081,418
1,455,123	1,575,480	1,741,129	1,803,246	1,867,738	1,878,105	1,812,485
2,083	2,121	2,530	3,245	3,457	3,815	5,750
177,106	173,406	189,858	218,390	216,992	223,164	263,183
16,786 ⁴⁾	44,287	45,117	54,809	55,451	55,871	53,004
16,786 ⁴⁾	44,287	45,117	54,809	55,451	55,871	53,004
67,231	71,781	77,247	82,838	87,112	90,402	91,477
48,771	49,880	53,787	58,420	59,317	59,789	59,248
30,265	32,491	36,024	37,583	40,596	40,370	41,023
5,069	5,543	6,068	6,602	6,761	7,219	7,336
75,759	77,596	78,921	80,071	77,990	80,234	80,583
1,937	2,071	2,455	2,665	3,159	3,593	3,853
5,365	5,030	5,150	4,836 ⁷⁾	3,052 ⁷⁾	4,671 ⁷⁾	3,529 ⁷⁾
5,951	5,323	5,991	5,284 ⁷⁾	3,047 ⁷⁾	4,717 ⁷⁾	4,361 ⁷⁾
4,349	4,014	4,428	4,297 ⁷⁾	2,066 ⁷⁾	3,432 ⁷⁾	3,463 ⁷⁾
18,044	19,943	22,538	25,963	28,599	29,469	32,393
22,357	25,214	28,231	30,800	32,403	33,846	33,205
15,092	18,565	19,199	21,779	25,321	28,171	29,698
25,309	26,592	31,570	34,985	35,685	35,509	35,900
40,401	45,156	50,769	56,763	61,090	63,680	65,598
6,144	6,778	7,421	7,203	7,517	6,173	7,013
6,804 ⁸⁾	3,589	4,450	5,576 ⁹⁾	5,423	1,861 ¹⁰⁾	4,871
-660 ⁸⁾	3,189	2,970	1,627 ⁹⁾	2,094	4,312 ¹⁰⁾	2,141
13,396 ⁸⁾	14,716	16,328	16,420 ⁹⁾	17,232	20,788 ¹⁰⁾	20,442
11.0	10.1	9.6	8.3 ⁷⁾	5.1 ⁷⁾	7.8 ⁷⁾	6.0 ⁷⁾
12.2	10.7	11.1	9.0 ⁷⁾	5.1 ⁷⁾	7.9 ⁷⁾	7.4 ⁷⁾
30.8	26.4	23.2	19.4 ⁷⁾	10.7 ⁷⁾	14.4 ⁷⁾	10.0 ⁷⁾
4.8	4.8	5.5	6.0	5.7	6.5	5.9
7.0	8.0	8.0	7.3	7.5	6.4	7.1
37.4	41.1	37.8	38.4	41.4	44.2	45.3
525.10	638.05	649.95	678.00	631.00	725.95	782.00
3.50	4.00	4.80	0.11	2.00	3.90	X ¹³⁾

8) Taking into account the acquisition of participations in Volkswagen International Belgium S.A., Brussels (Belgium), and in Ducati Motor Holding S.p.A., Bologna (Italy)

9) Taking into account the participation in There Holding B.V., Rijswijk (Netherlands), in connection with the HERE transaction

10) Taking into account the transfer of the minority interest in Volkswagen International Belgium S.A., Brussels (Belgium), to Volkswagen AG, Wolfsburg

11) Investments in property, plant and equipment, investment property and other intangible assets (without capitalized development costs) according to Cash Flow Statement in relation to revenue

12) Year-end price of the Audi share on trading venue Xetra of the Frankfurt Stock Exchange

13) In accordance with the resolution to be passed by the Annual General Meeting of Volkswagen AG, Wolfsburg, for the 2018 fiscal year on May 14, 2019